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ABSTRACT

In this plan, the Florida Division of Library and Information Services (DLIS, also known as the State Library of Florida) defines future directions that will bring Florida's libraries into the 21st century. The introductory section, preceding the Plan, includes: methodology used to gather input for the plan; partners that assist the Division in their work with libraries; roles played by a State Library Agency; and a summary of goals and strategic directions. The body of this document outlines strategic directions for the three goals of the plan: (1) All the people of Florida have equitable access to the world of information through libraries; (2) Florida's libraries receive the guidance and leadership they need for ongoing development and excellence; (3) People of Florida use their libraries and value them as essential to their communities. Appendices include the scope of the project, roles state library agencies can play, summary of needs assessment, environment impacting library development, and a glossary of terms. (AEF)

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ED 437 938

Access for All: Libraries in Florida's Future

A Plan for the Continued Development Of Florida's Libraries

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Florida Division of Library and Information Services
Florida Department of State
Sandra B. Mortham, Secretary of State

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Introduction

People's access to information is directly related to the health and vigor of their libraries—libraries ***are*** the gateway to information. In this plan, the Florida Division of Library and Information Services (DLIS, also known as the State Library of Florida) defines future directions that take Florida's libraries into the 21st century. While the Division has statutory responsibility for public libraries only, the Division's library development program rests on the principle that the growth and development of any individual public library is dependent on the allied development of the larger library community in which it exists. The Division is committed to being an advocate for all types of libraries and to coordinating information and resources statewide to serve the people of Florida efficiently and effectively.

Florida's entire library community contributed extensively to the long-range planning process. In this plan, the Division intends to address the ideas and concerns expressed by the hundreds of people who participated in interviews, surveys, and meetings during the planning process, and to craft a plan that is responsive to the information needs of Florida's people.

It is also the intention of the Division to use this plan as a basis for the long-range plan to be submitted to the Institute of Museum and Library Services for the Library Services and Technology Act (LSTA). The three goals and nine strategic directions outlined in this plan all respond to one or both of the two primary purposes outlined in LSTA: (1) enhancing electronic linkages among libraries and promoting resource sharing, and (2) targeting services to persons who have difficulty using a library and to underserved urban and rural communities.

The Library Services and Technology Act embodies a fresh approach to federal support for libraries, and its spirit infuses this plan. It is important to note, however, that public library service in Florida is supported principally by local funds (over 82%) which provide the basic foundation of service to which state and federal aid contribute.

Division Mission

The Division has established the following mission:

The Division of Library and Information Services in the Florida Department of State provides direct library services to state

government; assists in developing library services statewide; stimulates statewide cooperation among libraries of all types; provides archival and records management services; and offers technical assistance, education, and financial aid. Working in partnership with archivists, librarians, records managers, government officials, and citizens, the Division seeks to assure access to materials and information of past, present, and future value to enable state government and local libraries and agencies to provide effective information services for the benefit of the people of Florida.

While this is the broad mission of the Division, this plan focuses on specific Division roles and services in the area of library development. The definition of "library development" was critical to gathering input for this plan and for crafting the goals, strategic directions, and objectives. Library development was defined as "*activities conducted by the Division that support the establishment, expansion, and improvement of public library service within the context of the larger library community. This definition includes services to other types of libraries as they relate to interlibrary cooperation, resource sharing, and networking. This includes the services of the Bureau of Library Development (BLD) and selected services to libraries by the Bureau of Library and Network Services (BLNS) and the Bureau of Archives and Records Management (BARM).*" These include:

- ☐ All services to public libraries.
- ☐ All services to multitype library cooperatives (MLCs).
- ☐ Services to academic, special, and school libraries as they relate to interlibrary cooperation, resource sharing, and networking.

Data collection, facilitation of the process, and preliminary drafting of this plan were undertaken by JNR Associates, Library Consultants, in collaboration with the Division.

This introductory section, preceding the Plan, includes

- ☐ Methodology used to gather input for this plan
- ☐ Partners that assist the Division in their work with libraries
- ☐ Roles played by a State Library Agency
- ☐ Summary of goals and strategic directions

Methodology

JNR Associates, Library Consultants used several data collection methods to gather information to fulfill the scope of the project:

INTERVIEWS WITH DIVISION STAFF:

The consultants conducted interviews with the State Librarian, the Assistant State Librarian, all staff in the Bureau of Library Development, and management staff of the Bureau of Archives and Records Management and the Bureau of Library and Network Services.

FOCUS GROUPS WITH PUBLIC LIBRARY STAFF AND LIBRARY LEADERS:

Regional focus groups were conducted in five Florida communities: Ft. Lauderdale, Orlando, Tampa, Jacksonville, and Tallahassee. The focus groups attracted 81 public library directors, staff, and citizen supporters. Participants in each group identified services provided by the Division that were important to them now; services they would like to see changed; and new services they would like to see offered. Participants completed a written survey which probed the value they place on 40 services provided by the State Library of Florida. The groups were also asked to identify key roles they would like to see played by the Division. Participants were asked to distinguish between when they call the Division for assistance and when they call the Multitype Library Cooperatives for assistance.

FOCUS GROUPS WITH STAFF OF ACADEMIC, SPECIAL, SCHOOL LIBRARIES:

Regional focus groups were conducted with staff from libraries other than public in the same five communities as the public library focus groups. Sixty-two library directors and staff attended the focus groups. The process used was identical to that used in the public library focus groups, except that participants did not complete the written survey on State Library services since, by and large, they do not use these services.

FOCUS GROUP WITH MULTITYPE LIBRARY COOPERATIVE DIRECTORS:

One focus group was held with MLC directors in Tallahassee. The process was identical to the other focus groups, except that greater time was spent discussing the relative roles of the Division and the MLCs.

FOCUS GROUP WITH THE FLORIDA LIBRARY NETWORK COUNCIL:

One focus group was conducted with the Florida Library Network Council (FLNC) in Tallahassee. The Council was presented with preliminary results of the focus groups related to networking and resource sharing themes and an in-depth discussion was held about issues raised.

INTERVIEWS WITH STAKEHOLDERS:

Twenty-one stakeholders were interviewed, most by telephone. They included public officials, directors of rural and literacy services, the Assistant Secretary of State, State Library Council members, a senior cabinet aide to the Secretary of State, the heads of the two library schools, the two higher education library automation directors, users of Bureau of Archives and Records Management services, and public library staff with expertise in serving diverse populations.

A WRITTEN SURVEY DISTRIBUTED TO ATTENDEES AT THE PUBLIC LIBRARY FOCUS GROUP SESSIONS:

The survey listed all of the services offered to public libraries by the Division. It was distributed only in the public library focus groups.

A SURVEY IN THE *ORANGE SEED TECHNICAL BULLETIN*:

This survey asked respondents to identify the most important services from the Division; what the Division could do better; and what new services they would like in the next five years. The Division received 385 responses from all types of libraries.

A SURVEY DISTRIBUTED AT THE ANNUAL FRIENDS AND TRUSTEES WORKSHOPS IN FEBRUARY 1997:

Workshop attendees responded to the question, "What does your library need the most--something that others outside the library might be able to provide?"

A REVIEW OF PLANS AND STUDIES PREPARED BY THE DIVISION.

Seven plans and background reports prepared by the Division over the past five years were examined and the major recommendations reviewed.

All of this information was used to develop the strategic plan. The consultants worked with a Planning Task Force composed of Division management staff, all Bureau of Library Development professional staff, and management staff of BLNS and BARM. Together, the Planning Task Force reviewed all of the input gathered and determined the three goals and strategic directions to guide the library development activities of the Division over the next five years.

Partners

It would be impossible for the Division to implement this plan on its own. Successful implementation requires that many partners—from throughout the library community and beyond—work together to ensure that service from all types of libraries is of high quality.

The Division is committed to working with a variety of individuals, groups, and organizations to implement the strategic directions and objectives in this plan. In forging partnerships to help implement strategic directions and objectives, the Division will develop and nurture relationships of mutual interest and benefit and will look for opportunities to share expertise and resources to realize the Plan's goals.

Examples of library partners include the multitype library cooperatives, library schools, library networks, library professional organizations, state advisory groups, friends and trustee groups, public, academic, and special libraries, and school library media centers. Governmental partners might include the Governor's Office, the State Legislature, other state agencies, and local governments. Other partners might include representatives of the business community, special constituent groups, professional and trade associations, service groups, and the philanthropic community.

The nature of partnerships will depend on the strategic direction or objective. Some partner organizations will be intensely involved in planning and developing programs, while others will be the recipients or beneficiaries of programs. As the Division develops an action plan for each strategic direction and its objectives, key stakeholders—both recipients and supporters—will be involved as early as possible in the planning stages.

The Division will work closely with a Library Services and Technology Act Advisory Council to administer the provisions of LSTA. Members of this Council will be appointed by the State Librarian and will be broadly representative of all types of libraries.

In the information-gathering process, representatives from all types of libraries asked that the Division be an advocate and leader. For many of the strategic directions and objectives, this is an appropriate role since the focus of the plan is Division efforts on behalf of and for libraries. However, the Division is committed to sharing its leadership role with partners to ensure a stronger, more widely accepted program.

Roles of a State Library Agency

A State Library Agency plays many roles. Based on work done by Ethel Himmel and Bill Wilson, the Planning Task Force and the consultants developed definitions for nine roles. The consultants asked all focus group participants and the State Library staff to

identify the most important roles that might be played by the Division. The Planning Task Force placed the roles in the following order:

- ☐ **Advocate** for the importance of libraries with the public and government.
- ☐ **Advisor/Consultant** on a broad range of topics.
- ☐ **Leader/Innovator** in the library community by initiating innovations and encouraging best practices.
- ☐ **Communicator** about library issues and programs including the collection, analysis, and dissemination of statistics about libraries.
- ☐ **Connector/Network Coordinator** brings together electronic and human resources.
- ☐ **Educator** of library administrators, library staff, and library support groups.
- ☐ **Provider** of direct services (such as Interlibrary loan or back-up reference)
- ☐ **Monitor** of state and federal rules and regulations.

Although the roles capture the work done by the State Library Agency in the state, these roles may have an out-of-state focus at times. A list of the roles used with the focus groups with definitions and a further analysis of the roles is shown in Appendix B.

Plan Format

This plan is arranged as follows:

- **Goal:** Broad statement of the commitment of the Division to the development of libraries in Florida.
- **Strategic Direction:** Indicates movement toward a goal.
- **Role:** The primary role(s) related to the strategic direction taken from the nine roles played by a State Library Agency.
- **Rationale:** The underlying reason that a strategic direction was chosen based on the current environment and input gathered from customers.
- **Objective:** Expected measurable or verifiable result of implementing actions designed to move toward a goal.
- **Evaluation:** Indicates how the Division will measure the results and determine impact.
- **Strategy:** An activity or action to be undertaken to accomplish an objective.

Goals and Strategic Directions--Summary

GOAL I: ALL THE PEOPLE OF FLORIDA HAVE EQUITABLE ACCESS TO THE WORLD OF INFORMATION THROUGH LIBRARIES

Strategic Direction I.1:
Provide valuable networked information to libraries and the public and enhance use of networks, advanced telecommunications, and the Internet.

Strategic Direction I.2:
Facilitate distance learning in public libraries.

Strategic Direction I.3
Increase the public's timely access to materials and information through reciprocal borrowing and interlibrary loan.

Strategic Direction I.4
Encourage development of public policy in support of free access to information.

GOAL II: FLORIDA'S LIBRARIES RECEIVE THE GUIDANCE AND LEADERSHIP THEY NEED FOR ONGOING DEVELOPMENT AND EXCELLENCE

Strategic Direction II.1
Provide consulting services to public libraries to encourage best practices.

Strategic Direction II.2
Identify and address the critical issues in Florida's communities that Florida libraries can impact.

GOAL III: PEOPLE OF FLORIDA USE THEIR LIBRARIES AND VALUE THEM AS ESSENTIAL TO THEIR COMMUNITIES

Strategic Direction III.1
Obtain and support adequate funding for Florida libraries, multitype library cooperatives, and the Division.

Strategic Direction III.2
Demonstrate the value, effectiveness, and efficiency of libraries.

Strategic Direction III.3
Ensure that the public, key decision makers, and the library community are aware of library services and issues.

Access for All: Libraries in Florida's Future

A Plan for the Continued Development of Florida's Libraries

The Division's Vision for Florida's Libraries

Florida's libraries are dynamic learning organizations, widely used and well supported. They are leaders in the effective use of technologies, efficiently connected to each other and their communities. They enhance the quality of life of all people in a diverse, multi-cultural Florida.

The Division's Commitment to Florida's Libraries

OUR PURPOSE:

We work to ensure access to information of past, present, and future value for the educational and cultural benefit of the people of Florida.

WHAT WE DO:

- ☐ We seek financial support for and administer aid and grants to libraries.
- ☐ We support and develop new library/information services and keep the public and the library community informed about issues impacting libraries.
- ☐ We lead in the expansion of networking and resource sharing.
- ☐ We advocate for and market libraries to government, communities, library supporters, and Florida residents.
- ☐ We advise on and assess public library organization and programs.
- ☐ We supplement services and holdings of public libraries.

HOW WE DO IT:

We support the development of public libraries and multitype library cooperatives to ensure access to information worldwide by encouraging the use of new technologies and enabling cooperation and resource sharing among libraries of all types. We do this with the help of friends, trustees, library users and supporters, public officials, and the business community. We work in partnership with community, education, and government agencies.

Values and Beliefs of the Division

- ☐ Libraries are essential to a learning society, to a vigorous economy, to the quality of community life, and to civic responsibility.
- ☐ All Floridians have the right to barrier-free library services that meet personal and professional needs and interests provided by well-trained, customer-sensitive staff.
- ☐ We are committed to the highest standards of customer service and consistently model customer-sensitive behavior.
- ☐ All staff are valuable contributors to our success.
- ☐ We treat every customer as if s/he were the most important person in the world.
- ☐ We are dedicated to creating a learning environment in which all individuals achieve their potential.
- ☐ All staff are responsible for contributing to the success and well-being of libraries.
- ☐ We are accountable to the public for the state and federal funds spent in support of Florida libraries.
- ☐ The principles of interlibrary cooperation and resource sharing are essential to the vitality of all libraries.

Goal I:
All The People Of Florida Have Equitable Access To The World Of Information Thrc Libraries.

STRATEGIC DIRECTION I.1:

Provide valuable networked information to libraries and the public and enhance use of networks, advanced telecommunications, and the Internet.

Major State Library Agency Roles:
Leader/Innovator, Connector/Network Coordinator

Rationale:

The vision articulated by most of the participants in all focus groups was that a Florida resident could go into any local library and be able to access all the library holdings in Florida; all government publications, both state and federal; useful information from the Division about libraries in Florida; and commercial databases through state contracts negotiated by the Division, particularly for full-text information products. This vision is in concert with that expressed in the 1994 *Florida Plan for Interlibrary Cooperation, Resource Sharing and Network Development.*

To facilitate this vision there was a strong call for whatever it takes to get libraries effectively connected to the National Information Infrastructure (NII) -- providing equipment, connections, telecommunications infrastructure, training. A top request from all focus group participants, members of the Florida Library Network Council, telephone interviewees, and respondents to both the *Orange Seed* and the Friends and Trustee's surveys was to expand Internet access in libraries.

The combination of library automation systems and telecommunications technologies allows for the development of network-based information that can be delivered to all Floridians regardless of location or type of library. Voice, video, and data can all be reduced to one common signal and intermixed in a single network. This is the "defining innovation" for libraries in the late 20th century and is what makes multimedia interaction at the user's workstation a possibility.

Accompanying connectivity are expectations for access to unlimited online resources. Library users expect bibliographic and full-text information to be available, but this availability is not universal. Government information is in high demand and efforts are underway at both the federal and state levels to help users navigate and use these resources. The Division's Florida Government Information Locator Service (FGILS) is a natural extension of the State Documents

Depository Program and serves as a virtual catalog and electronic library of government information. As state government resources become increasingly available in electronic format, at times replacing printed materials, the FGILS must evolve to assure the broadest possible access to government information for the people of Florida.

The Florida telecommunications law of 1995 (Chapter 364, *Florida Statutes*) and the Federal Telecommunications Act of 1996 set the stage for libraries to play a new societal role as agents of universal service with a vital role to play in distance learning. In order to develop these new roles successfully, local libraries look to the Division to be an advocate and negotiator at the state and federal levels.

Objectives:

Objective 1A:

By 2003, Florida residents will have access to 20% (3,364,297) more holdings in all Florida libraries no matter where they live, increasing access from the 1996 figure of 16,821,484.

Evaluation method: Count annually the number of holding records in the statewide union database as reported by OCLC to calculate the increase over the 1996 benchmark figure. The increase in access to all library holdings is calculated by dividing the total number of holding records in the statewide union database by the total number of library holdings in the state. (Operational definition: 1 holding = 1 OCLC location symbol)

Strategies:

- ☐ Fund bibliographic enhancement project(s) and work with the multitype library cooperatives to incorporate and maintain bibliographic records in MARC format from local libraries in the statewide union database.
- ☐ Create bibliographic records in MARC format for unique and specialized resources in the Division's collections and add those records to the statewide union database.
- ☐ Support cataloging workshops to ensure the quality of MARC format bibliographic records added to local library automated databases and the statewide union database.
- ☐ Work with the multitype library cooperatives to assure continued development of the statewide union list of serials and the statewide union catalog.

Objective 1B:

The public will have free electronic access to information resources from 90% of the 33 state agencies referenced in Florida Statutes via the Florida Government Information Locator Service (FGILS).
Evaluation method: Count annually the number of state agencies that have information accessible through the FGILS.
Strategies:

- ☐ Encourage state agencies to provide free public access to electronic information through the FGILS.
- ☐ Negotiate with state agencies to provide their information in electronic format and to maintain it.
- ☐ Identify all state agencies that already have a World Wide Web presence and mount metadata describing information held by the agency in both electronic and paper format.
- ☐ Promote the FGILS as a model for free public access to local and regional government information.
- ☐ Work cooperatively with the multitype library cooperatives and local libraries to increase public awareness of the FGILS and of the availability of electronic state government information.

Objective 1C:
The Division will make available to all libraries cost effective group access to electronic databases.
Evaluation method: Count annually the number of electronic databases for which statewide licenses have been negotiated, and the number of libraries taking advantage of statewide licenses for electronic databases.
Strategies:

- ☐ Conduct a needs assessment to identify electronic databases needed by all types of Florida libraries.
- ☐ Develop a statewide license negotiation process through the Florida Library Network Council in cooperation with other stakeholders, such as multitype library cooperatives, the Florida Center for Library Automation, the College Center for Library Automation, FIRN, and the State Board of Independent Colleges and Universities.
- ☐ Request the Department of Management Services (DMS) to negotiate a single statewide price on a product-by-product basis, following the Florida Library Network Council's Working Group for Statewide Licensing recommendation that the lowest price paid in Florida should be the price for all libraries in the state.
- ☐ Publicize the availability of the contract to libraries and promote use of the databases .

Objective 1D:
Ninety-five percent of public library outlets will have direct digital public access with full graphical interface to the Internet/World Wide Web by 1999.
Evaluation Method: Count annually the number of public library outlets with direct digital access with full graphical interface.
Strategies:

- ☐ Provide grants for direct digital public access with full graphical interface to the Internet/World Wide Web.
- ☐ Provide information and training to public libraries on applications and the fundamental network architectural developments resulting from the Next Generation Internet/Initiative (NGI).
- ☐ Provide consulting and technical assistance to public libraries to support the effective integration of new technology into their existing service infrastructure.
- ☐ Support training for public library staff through the multitype library cooperatives.

Objective 1E:
Ninety-five percent of libraries will connect to telecommunications networks and participate in the Florida Library Network by 1999.
Evaluation Method: Count annually the number of libraries with dial-up and digital connections to telecommunications networks. (Operational definition: A ***telecommunications network*** is a system that supports the transmission of analog and digital signals over long distances through the use of computer equipment, electronic channels or links, and switching mechanisms.) (Operational definition: The ***Florida Library Network*** is the umbrella term used for the statewide programs and services that support resource sharing and networking in Florida.)
Strategies:

- ☐ Provide consulting and technical assistance to public libraries in technology planning and library automation.
- ☐ Assist public libraries to take full advantage of provisions of Chapter 364, Part II, *F.S.*, and the federal Telecommunications Act of 1996.
- ☐ Provide workshops for all types of libraries on technology planning and networking.
- ☐ Advocate for library needs with the Florida Public Service Commission and the Florida Distance Learning Network.
- ☐ Advocate for library needs with other state agencies charged with the development of Florida's network

infrastructure such as the Department of Management Services and Florida Information Resource Network.

- ☐ Explore and support innovative approaches to providing electronic access to remote and isolated areas.

STRATEGIC DIRECTION I.2:

Facilitate distance learning in public libraries.

Major State Library Agency Roles:

Leader, Educator

Rationale:

New technologies have enabled a variety of new learning environments, and workforce and societal changes demand continuous learning. "Distance learning" or "distance education" includes self-directed study for unsupported learners (that is, those individuals who are not engaged in a formal or degree-seeking program in an institution of higher education) as well as more formal workshops or courses delivered to students who are off-site, at home or work. In addition, Florida's geography poses a major challenge for many students who would like to engage in either a formal course of study or self-directed study but find themselves some distance from institutional support.

The Florida Distance Learning Network (FDLN), established by the Florida Telecommunications Act of 1995 (Chapter 364, Part II, *F.S.*), was created by the Legislature "to exercise responsibility for statewide leadership in coordinating, enhancing, and serving as a resource center for advanced telecommunications services and distance learning in all public education delivery systems." The State Librarian is a member of the FDLN Board, along with education leaders and representatives of the Legislature, the telecommunications industry, the health care community, and others.

The Division has taken a lead role in bringing the technological capabilities of distance education into public libraries, which are situated in the heart of nearly every Florida community and already support students of all ages. Thus, they are positioned to be natural centers of distance learning. The State Librarian recently convened a task force of library leaders to examine the role of public libraries in distance learning, and a report from that task force will be issued and disseminated shortly.

Objective:

Objective 2A:

By 2000, public libraries will have the necessary technology to facilitate distance learning in 75% of service outlets.

Evaluation Method: Count annually the number of public library outlets with sufficient technology to facilitate distance learning as determined by the ***Decision Matrix for Determining Level of Connectivity for Distance Learning Applications and Advanced Telecommunications Services in Florida Public Libraries***.

Strategies:

- ☐ Work with the members of the Task Force on the Role of Public Libraries in Distance Learning to define the roles of public libraries in distance learning and to describe levels of commitment which a public library might choose in supporting distance learning.
- ☐ Explore the establishment of a permanent state-funded source to support distance learning services (examples include statewide access to databases, document delivery, and other types of library support for distance learning).
- ☐ Advocate for libraries in the Florida Distance Learning Network.
- ☐ Support library-related curriculum development in cooperation with the multitype library cooperatives and others.
- ☐ Explore coordinated cooperative collection development.
- ☐ Support appropriate joint use of technology.

STRATEGIC DIRECTION I.3:

Increase the public's timely access to materials and information through reciprocal borrowing and interlibrary loan.

Major State Library Agency Role:

Leader

Rationale:

All library stakeholders indicated the importance of effective and efficient resource sharing through a variety of traditional and innovative methods. Interlibrary loan was highly valued by participants in the focus groups, public library survey respondents, and telephone interviewees. There were requests for improvement in the interlibrary loan network, especially in the areas of ease of use and speed of delivery.

The State Library of Florida has worked with the multitype library cooperatives and local libraries of all types to develop and extend the Florida Library Information Network (FLIN), the statewide cooperative network of Florida's libraries sharing resources with each other which was established in 1968. FLIN members now number over 250 libraries, of which 210 are online members. FLIN online members use OCLC to identify which library has the needed material

and to send an electronic request to that library. Acknowledgments and confirmations are also sent using the OCLC interlibrary loan system.

While the MLCs are regional leaders of group access to the interlibrary loan system of OCLC, the State Library continues to be the interlibrary loan hub for the FLIN members without online access. As hardware and software platforms and telecommunications capability become more widespread in Florida's libraries, the State Library plans to work through the MLCs to assist FLIN members that use paper interlibrary loan forms to migrate to electronic processes in order to improve service.

Reciprocal borrowing arrangements are in place or developing in many parts of Florida. While the focus groups acknowledged the complexity of establishing a reciprocal borrowing program or a statewide library card, there was significant support for attempting such an effort for all types of libraries.

Objectives:

Objective 3A:

Fifty percent of the population of Florida will be served by libraries which participate in a reciprocal borrowing program by 2002.

Evaluation Method: Count annually the number of libraries with reciprocal borrowing agreements in place and the population of their combined service areas. (Operational definition: A reciprocal borrowing agreement is a formal or informal agreement whereby libraries agree to extend borrowing privileges to each other's users, as with academic and special libraries, or residents of another library's legal service area, as with public libraries. It does not include interlibrary loan.)

Strategies:

- ☐ Include a question about reciprocal borrowing agreements in the annual public library statistics survey. Report the data in the *Florida Library Directory With Statistics* beginning in 1999.
- ☐ Study a test case of two or more public libraries serving counties in Florida and identify political, economic, and psychological barriers to reciprocal borrowing and identify success factors.
- ☐ Collaborate with the multitype library cooperatives to encourage reciprocal borrowing on a regional basis.

Objective 3B:

Ninety percent of libraries will digitally transmit interlibrary loan requests by 2001.

Evaluation Method: Count annually the number of libraries that continue to submit paper interlibrary loan requests.

Strategies:

- ☐ Conduct workshops and provide information to libraries on the digital transmission of interlibrary loan requests, including the State Library's Web-based forms, and OCLC forms available through FirstSearch or full OCLC membership.
- ☐ Provide librarians with an opportunity to exchange ideas and information concerning interlibrary loan issues and practices at annual FLIN regional meetings which will be video teleconferenced by 1998.
- ☐ Continue providing electronic interlibrary loan forms via the State Library's online catalog and other Web sites.
- ☐ Collaborate with the multitype library cooperatives to make FLIN a success.

STRATEGIC DIRECTION I.4:

Encourage development of public policy in support of free access to information.

Major State Library Agency Roles:

Advocate, Advisor, Leader, Monitor

Rationale:

Public policy issues related to free access to information are myriad, and include such matters as free library service, confidentiality of library records, grant eligibility, public records and "sunshine" laws, and intellectual freedom. Questions from library managers and policy makers arise regularly about library service policies with regard to materials selection, meeting room use, children's access, and Internet access. Currently, a primary focus of the Division is on unresolved matters associated with access to the Internet and other electronic and networked information.

The importance of the Division's role in informing the library community about policy and legal issues is confirmed through focus groups, Library Directors Conference evaluations, and continuous requests for public policy information and workshops. The Division's role is both statutory and one of leadership.

Objective:

Objective 4A:

Policies supporting free access to information are established and maintained.

Evaluation Method: Conduct qualitative evaluation of model policies annually. Count annually number of workshops, attendees, and contact hours.

Strategies:

- ☐ Establish methodology so that local agencies are identified and encouraged to participate in making their information available in electronic format.
- ☐ Assist libraries in developing policies promoting free access to services and materials.
- ☐ Provide electronic access to model policies related to free access to information.
- ☐ Encourage public libraries to have service policies regarding public access to the Internet and the World Wide Web.
- ☐ Provide continuing education opportunities on free access issues through the multitype library cooperatives and other organizations and groups.

Goal II:
Florida's Libraries Receive The Guidance And Leadership They Need For Ongoing Development And Excellence.

STRATEGIC DIRECTION II.1:

Provide consulting services to public libraries to encourage best practices.

Major State Library Agency Roles:
Advisor, Leader

Rationale:
Division liaison consulting services were highly valued by customers, who requested an increase in such services during the focus groups. The purpose of liaison consulting services is to empower local libraries to solve their own problems and improve their own services; to provide knowledge and expertise that is not available locally; to support interlibrary cooperation and resource sharing among all types of libraries; and to build trusting relationships and strong lines of communication between local libraries and the Division.

The principle focus of consulting services is public libraries; however, the growth and development of any individual public library is dependent on the allied development of the larger library community in which it exists. In every locality served by public libraries in Florida, there is a web of interlocking libraries of all types that frequently share customers.

The MLCs play an important role in the development of libraries of all types in Florida. The Division of Library and Information Services

maintains a strong working relationship with the MLCs to support statewide library development. The consulting environment in Florida is complex, and consultants may play many different roles, including facilitator, expert advisor, trainer, and information provider.

Objectives:

Objective 1A:

All 67 counties will have countywide public library service that qualifies for the State Aid to Libraries Program funding by October 1, 1998.

Evaluation Method: Count number of counties that have countywide public library service.

Strategies:

- ☐ Provide regular technical assistance on development of a public library cooperative to librarians, library supporters, and government officials in the two counties which do not qualify for the State Aid to Libraries Program.
- ☐ Provide two-year development grants to the two remaining counties when each qualifies for the State Aid to Libraries Program.
- ☐ Provide one-year establishment grants to the two remaining counties when each qualifies for the State Aid to Libraries Program.
- ☐ Support the stabilization of emerging libraries by providing a higher level of technical assistance and training for key stakeholders.

Objective 1B:

Public libraries and multitype library cooperatives will receive two planned consulting visits each year, and all libraries will receive a response or referral to 80% of their information requests within three days.

Evaluation Method: Count annually number of visits to public libraries and multitype library cooperatives. Sample response rates to information requests. Administer customer satisfaction survey to public libraries annually.

Strategies:

- ☐ Provide assistance to government officials, citizen groups, and library administration and staff in county, multicounty, and municipal public libraries in developing, improving, and maintaining library service.
- ☐ Respond quickly and accurately to requests for information.

- ☐ Conduct an annual meeting with appropriate Division staff and the multitype library cooperative executive directors and board presidents.

STRATEGIC DIRECTION II.2:

Identify and address the critical issues in Florida's communities that Florida libraries can impact.

Major State Library Agency Roles:
Leader, Advisor, Educator

Rationale:
A host of social and other critical issues today affect library programs and services, and in many cases the library contributes to solving problems and improving conditions. It is the Division's role to lead in identifying and addressing such looming statewide issues as welfare to work, literacy, youth at risk, increasing elder populations, etc. and in working with local libraries to formulate and implement a response to these issues.

Critical issues will be identified with broad input from the field and through a careful analysis of trends and issues affecting libraries and their ability to serve their communities. Once identified, critical issues will undergo intense study by Division staff who will work with the library community to formulate a timely and appropriate response.

Objective:
Objective 2A:
By 2002, at least 10 critical issues that impact Florida's communities will have been addressed.
Evaluation Method: Evaluation methods will vary with each issue and will be articulated in action plans.
Strategies:

- ☐ Identify, prioritize, and select critical issues.
- ☐ In cooperation with appropriate organizations, develop and implement appropriate action plans that address the selected critical issues in Florida communities.
- ☐ Provide funding for library services and programs that address the critical issues.
- ☐ Monitor, evaluate, and report on library programs and services that address critical issues impacting Florida communities.

Goal III:
People Of Florida Use Their Libraries And Value Them As Essential To Their Communities.

STRATEGIC DIRECTION III.1:

Obtain and support adequate funding for Florida libraries, multitype library cooperatives, and the Division.

Major State Library Agency Roles:
Advocate, Leader

Rationale:
Customers are pleased with and highly value the Division's representation on library issues at the state and federal levels, especially with the state legislature. State aid and construction funds are essential, and particularly valued by stakeholders in the telephone interviews, public library survey respondents, and focus group participants. Mobilization of libraries and library supporters to communicate the library cause both to the state legislature and to local government officials was rated extremely important by all groups.

The Division's responsibility is dual, including providing information to the broadest possible group of stakeholders on a wide range of issues and trends, and representing the views and concerns of the library community to state and federal policy makers.

Objective:
Objective 1A:
Libraries and library supporters will have accurate, timely information and support that result in incremental and phased improvement.

Evaluation Method: Analyze annually the increases in state aid, construction funding, library cooperative grants, local funding, and federal funding.

Strategies:

- ☐ Provide information on state and national funding and policy issues affecting Florida's libraries and their ability to serve the people of Florida.
- ☐ Maximize use of electronic methods of communication.
- ☐ Inform and educate the library community about the state and federal funding and policy making processes.
- ☐ Monitor local library funding issues and communicate successful local funding strategies.
- ☐ Explore options for the statutory establishment of a non-ad valorem funding source for public libraries.

- ☐ Explore options for a dedicated revenue source for State Aid to Libraries and Library Cooperative Grant funding.

STRATEGIC DIRECTION III.2:

Demonstrate the value, effectiveness, and efficiency of libraries.

Major State Library Agency Roles:

Advocate, Leader, Communicator

Rationale:

Public libraries strive to be among the most efficient and widely used public services available to the American people—and the people of Florida. Free libraries are essential to the quality of life and viability of communities and are essential to society and should be funded accordingly.

The Division, as advocate and leader in the library community, will help address the positioning of libraries in the policy making and funding arenas. Other types of libraries—academic, special, and school media centers—also need encouragement and support to position themselves properly within their institutions and in the community. Libraries need help and encouragement in using standards, measures of impact, and benchmarks for improved evaluation and accountability. As library service changes, methods of evaluation and measures of impact must also change. They also need help in successfully combining quantitative and qualitative data to "tell the library story" effectively to funders, policy makers, and the public in order to demonstrate the value, efficiency, and effectiveness of their libraries. The Division's customers want support in stabilizing funding and advocating for libraries.

Objectives:

Objective 2A:

Identify at least one key statewide library program annually to analyze in-depth and communicate results to customers and stakeholders.

Evaluation Method: Evaluation method will be established as part of action plan.

Strategies:

- ☐ Establish a research unit.
- ☐ Develop the criteria for selecting a program to evaluate, and select the program. (Examples might include the Florida Library Information Network or the State Aid to Libraries Program equalization grants.)
- ☐ Identify the resources needed to analyze the program and communicate the research results.

- ☐ Develop an approach to facilitate the independent evaluation of LSTA for 2002.

Objective 2B:
Two percent increase annually in use of local public library services.
Evaluation Method: Count annually number of items loaned by public libraries; number of public library customer visits; number of public library reference requests; number of public library registered borrowers; number of persons attending public library programs; number of volumes in public library collections.
Strategies:

- ☐ Collect and report data on library resources and use.
- ☐ Continue the Florida Library Data Service and *Florida Library Directory with Statistics*.
- ☐ Continue to revise and add data elements to those regularly collected, particularly those that reflect usage of electronic resources and the Internet in libraries.
- ☐ Provide information and assistance to Florida's libraries on effective data collection and use.
- ☐ Provide a state and federal grants program to assist public libraries target populations and strengthen programs and services.
- ☐ Provide libraries with information on standards and norms as well as national trends in library collections, services, and resources.

STRATEGIC DIRECTION III.3:

Ensure that the public, key decision makers, and the library community are aware of library services and issues.

Major State Library Agency Roles:
Leader, Communicator
Rationale:
A need for activities generally considered to be under the umbrella of "marketing" was expressed by members of focus groups as well as by telephone interviewees and Division staff. The term was variously used to mean communications, public relations, advertising, publicity, and targeted product/service design. The need was perceived on two fronts—marketing for the Division's library development services and marketing for libraries in general across the state. This Strategic Direction includes a strong emphasis on communications about libraries and library issues within the library community; outside the library community; and among the Division, libraries, and multitype library cooperatives. The Division plans to strengthen two-way communication with customers, partners, and stakeholders so that

regular feedback is received on the continued viability of the Plan as well as on the level of satisfaction with Division programs and communication. There is a high degree of linkage between this Strategic Direction and that expressed in III.2.

Objectives:

Objective 3A:

Public libraries and multitype library cooperatives are satisfied with communication with the Division.

Evaluation Method: Conduct annual satisfaction survey. Conduct focus groups in alternating years.

Strategies:

- ☐ Survey customer satisfaction with current means of communicating with the Division. Analyze options and provide customers with effective, efficient methods of communication.
- ☐ Develop internal communications methods to ensure that Division personnel are sufficiently informed to present a uniform and consistent message to customers.

Objective 3B:

Two target audiences identified through a marketing plan will receive customized information that increases their awareness of Florida library services and those of the Division each year, starting in 1999.

Evaluation Method: Survey sample of target audience to determine level of awareness as a result of receiving customized information.

Strategies:

- ☐ Develop a request for proposal and select a consultant to work cooperatively with the Division staff to prepare a comprehensive marketing plan by December 31, 1998.
- ☐ Begin implementation of the marketing plan, targeting two specific market segments per year through 2002.
- ☐ Continue current public information practices, including publication of the Orange Seed Technical Bulletin, distribution of news releases and fact sheets, and communications and public relations training for local libraries, librarians, and library supporters.
- ☐ Work with appropriate partners on statewide library image and presence.

Administration of the Library Services and Technology Act

The Division is responsible for the administration of the new Library Services and Technology Act and will submit this plan to meet requirements of LSTA. The State Librarian will appoint members to a Library Services and Technology Act Advisory Council that will be broadly representative of all types of libraries and will advise the Division on policies and procedures related to the state administration of LSTA. The Council will also provide input into subsequent revisions of the plan.

The Division will utilize all available means of making this plan available to the public, including posting the plan to the Florida Government Information Locator Service and encouraging local libraries to establish links from their home pages. Division staff will present the plan to stakeholders in a series of six regional workshops in September 1997 and it will be presented at the Library Directors Conference in October 1997. The Division will also seek broad input from stakeholders for future revisions to this plan.

APPENDICES

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APPENDIX A

SCOPE OF PROJECT

In the Request for Proposals issued to select a consulting firm, the scope of the project was defined as follows:

The planning effort will be carried out in the context of Florida's entire library community and its relationship to national and international activities. The plan will define the Division's role in library development, the role of other library organizations, and how they will interact to achieve a statewide vision for library development in Florida. The planning effort will focus on:

1. Evaluate current priorities and activities for general library services and programs as well as library networking and resource sharing, to determine which are still valid in today's environment; which should be continued or maintained as a transition to the new priorities; and which should be discontinued.

2. Identify new priorities and roles that will position the Division and Florida's library community to respond effectively in a changing environment.

3. Develop a plan that will be the basis for the coordination of statewide efforts to benefit all libraries, and will meet any requirements of the federal LSCA or LSTA library grant program.

4. Develop evaluation strategies, techniques, and specific measures for proposed activities, objectives, and outcomes.

APPENDIX B

ROLES STATE LIBRARY AGENCIES CAN PLAY

ADVISOR

A state library agency provides expert advice to libraries or referral to experts in a broad range of topics, including services to youth, elders, and the disabled, technology planning and implementation, and general administration and governance.

ADVOCATE

A state library agency actively promotes the importance of libraries and library services and encourages state and federal legislation that would improve or enhance library services. The state library agency provides library advocates with information to support the case for libraries. A state library agency also keeps the media informed of library-related matters as appropriate.

COMMUNICATOR

A state library agency communicates information about library issues and programs at the international, national, state, and regional levels in publication (print and electronic), in person, and through various telecommunications methods.

CONNECTOR/NETWORK COORDINATOR

A state library agency facilitates human and electronic connections between and among library agencies and different types of libraries; it ensures electronic links between libraries and their resources and assists in making these resources available to the public.

DATA COLLECTOR/COMPILER

A state library agency collects, compiles, and reports statistical information about libraries to assist local libraries in planning, resource allocation, evaluation, and decision making and to support development of library and information policy at the state and national levels.

EDUCATOR

A state library agency provides continuing education opportunities that allow library administrators, library staff, trustees, friends, and advocates to carry out their respective role(s) effectively.

LEADER/INNOVATOR

A state library agency encourages local libraries to improve and enhance library services. It develops and funds initiatives that demonstrate or test innovative services and programs on a manageable scale, providing working models for local libraries.

MONITOR

A state library agency monitors and enforces State and Federal rules and regulations; in particular, those that apply to funding programs.

PROVIDER

A state library agency acts as a direct provider of services to libraries (such as interlibrary loan or back-up reference) or services to the general public (such as the state library's collection).

(Adapted from Role-Setting & Planning Study. Prepared for the Mississippi Library Commission by Himmel & Wilson, Library Consultants, Madison, WI, May 1996.).

Role Analysis

Four types of groups participated in the role selection exercise: five public library focus groups; five focus groups with libraries other than public; multitype library cooperative directors; and the Division's Planning Task Force. Below is the ranking of the roles by each of these four groups. The order of roles reflects the overall ranking of all focus group participants.

Role	Public Libraries	Libraries other than public	Multitype Cooperative Directors	Planning Task Force
Advocate	1	2	1	1
Connector/Network Coordinator	3	1	7	5
Leader	2 (tie)	3	6	3
Advisor	2 (tie)	6	5	2
Provider	5 (tie)	4	8	7
Communicator	4	5	3	4
Educator	5 (tie)	7 (tie)	9	6
Data Collector/Compiler	6 (tie)	7 (tie)	2	combined with Advisor
Monitor	6 (tie)	8	4	8

There was remarkable agreement among all groups that the Division should be an advocate with decision-makers, particularly at the state and federal levels but also with others who impact the future and support of libraries. Public libraries and libraries other than public

also saw the State Library in the role of Connector/Network Coordinator, more so than the Planning Task Force and the multitype library cooperative directors. The MLC directors ranked both this role and the role of leader somewhat lower because they see their organizations in these roles. Both public libraries and libraries other than public and the Planning Task Force see the Division as a Leader in the library community. Both public library staff and the Planning Task Force see the Division as an Advisor, more so than the libraries other than public that do not look to the Division for Advisory/Consulting services. The multitype library cooperative directors placed a higher priority on the roles of Data Collector/Compiler and Monitor as uniquely state-level roles that contribute to the overall support of library service.

APPENDIX C

SUMMARY OF NEEDS ASSESSMENT

Information collected from all sources was organized into eight theme areas:

1. Resource Sharing/Technology
2. Consulting
3. Legislative Activity/Funding
4. Information/Public Relations
5. Continuing Education
6. Multitype Libary Cooperatives
7. Coordination
8. Standards and Policy
9. Direct Services

The extended analysis of the input and theme areas became the basis of the goals, strategic directions, and objectives in the *Plan*. Below is a brief summary of the information gathered arranged in the theme areas.

1. RESOURCE SHARING/TECHNOLOGY

Resource sharing was a major theme in all of the data gathered. It is closely related to the roles of Connector/Network Coordinator which was rated first by the multitype library focus groups and third by the public library focus groups. Some aspect of resource sharing or technology was mentioned by focus groups more often than any other theme area. The theme can be broken down into five areas: Internet access, enhanced network content, ILL, reciprocal borrowing, and technology planning.

A top request from the library and FLNC focus groups, the telephone interviews, and the trustee survey was to expand Internet access in libraries. There was a strong call for "whatever it takes" to get libraries connected--providing equipment, connections, infrastructure, and training. The telephone interview participants felt Internet access was particularly important in rural areas and that the need was tremendous throughout the state. Libraries other than public want to be included in programs that expand Internet access. Division staff were particularly proud of the efforts the Division has already undertaken in the area of getting libraries onto the information highway and wanted to see these efforts continue.

Advocating for reduced telecommunication rates, including Internet access, was a key role given to the Division by the library focus

groups, the multitype cooperative directors, and the telephone interviewees.

FirstSearch, OCLC's comprehensive bibliographic service, is very popular and participants in the library and FLNC focus groups want more full text and more libraries, particularly libraries other than public, allowed to use FirstSearch. There was also a call in the focus groups for more information online--state government information, State Library information, FAQs, full text, statistics--to be available to librarians and to the general public directly. Librarians in the focus groups also wanted the bibliographic data from more libraries to be put online so that all library holdings were accessible to all librarians and the public from any library or even through dial-in. FirstSearch was also used as an example of cooperative purchasing of databases, and librarians in the focus groups and the participants in the telephone survey wanted more of this.

There was general praise in the focus groups for interlibrary loan (ILL) and the Florida Library Information Network (FLIN). Suggestions were given for ways to speed up ILL delivery, including an online ILL form and faxing articles directly to the patron rather than going through the library.

While participants in the focus groups acknowledged the complexity and difficulty of establishing a reciprocal borrowing card, there was still significant support for attempting such an effort, even to extending it to all types of libraries.

2. CONSULTING

The area of consulting was ranked second highest in the focus groups. There was general praise for the Division consultants, both in their individual specialties and as general consultants to libraries. Librarians felt they received good advice, timely information, and appropriate referral to expert sources from the consultants. The focus group participants wanted Division staff to keep their own expertise. Telephone interviewees also praised the Division consultants for their knowledge and receptiveness.

In the role selection process, consulting (labeled "Advisor") was fourth overall among all respondents but there were distinctive differences among the groups. Very few non-public libraries use the Division's consulting services nor do they seem to want to (they ranked this role sixth). In the public library focus groups, however, the role of Advisor tied for second with that of Leader (behind Advocate). Among public library *directors,* the role of Advisor was ranked number one. The inability of consultants to attend Florida Library

Association Conferences lowers the visibility of all consultants to their potential audiences. This was identified as a major concern by Division staff in their interviews as well.

The respective roles of multitype library cooperatives and the Division are complex. Currently, public library directors and staff definitely look to the State Library for specialty and general consulting. The possible exception to this is in the area of hands-on, practical technological consultation and other immediate, general local problems. Multitype library cooperative directors expressed a desire to work more cooperatively with Division consultants in other areas in addition to technology.

3. Legislative Activity/Funding

Constituents are very pleased with and highly value the Division representing library issues at the state and federal levels, especially at the state legislature. Information on laws and trends impacting libraries, such as telecommunications issues, is clearly an appreciated advocate role of DLIS. The link to the Secretary of State is frequently cited as a big plus for Florida. Mobilization of libraries and library supporters for lobbying the legislature is also rated extremely important by all groups.

State aid and state construction monies, as well as federal grants, are essential and particularly valued by county officials in the telephone interviews and in the public library survey conducted during the focus groups. The support of the multitype library cooperatives as an important use of monies is on everyone's list. Advocacy for all types of libraries is the number one role for the Division to assume among the public and multitype libraries.

Federal dollars are seen as crucial for connecting all types of libraries to the Internet and to each other. The new LSTA should be used in part to support libraries other than public as intended by the law and asked for by the non-public libraries. Demonstration, pilot projects, and the creation of manuals have been successful methods that should be continued. A few groups and several telephone interviewees spoke out on the crucial need for grants in areas like children's services, literacy, outreach, and the disadvantaged. Grants were also requested for collection development in the public library survey, from the Bureau staff, by trustees and friends and as suggested by Florida statistics of books per capita.

There is concern over the funding of libraries, both short- and long-term; more stabilized funding is sought. Helping libraries get grant funds, identifying partners and grant sources, and helping to write

grant proposals were strongly indicated needs among some focus groups and stakeholders. Having the state link to agencies and businesses at the state level to help local libraries link at the county level was suggested. The other funding concern is for the Division itself, so that it is less dependent on federal dollars and more state supported and so that staff salaries can be made more competitive.

4. INFORMATION/PUBLIC RELATIONS

This theme covers the many requests for more communication: 1) to the public, key decision makers, government officials; 2) to the library community; and 3) between the Division and its client libraries and with the multitype library cooperatives. While the state's current information dissemination is much appreciated, even greater efforts should be made. The State Library agency's roles of Advocate, Communicator, and Data Collector come into play here.

Marketing libraries and the State Library agency comes from all venues as a loud call for action: "Tell your story, tell the library's story, who you/they are, what you/they do and why." In cooperation with the Florida Library Association and others, a statewide publicity campaign, perhaps with an annual theme, was requested. Focus groups and interviewed stakeholders pointed out that awareness among public officials supplements legislative lobbying efforts and want the Division to help position public libraries as educational institutions and as providers of an essential public service.

Constituents want the publicity to address the changing role and image of all libraries, as the link to the information highway, yet to keep a balance between traditional services and technology. Several people specifically mentioned "jazzing up" the Web site and increasing the Division's and libraries' presence on the state's home page, for example, putting book reviews by kids and reading lists on the Kid's Page.

Increasing communication and making information about the Division and all types of libraries readily accessible to the library community may be equally as strong a call as marketing to the external community. Requests for online information include FAQs about libraries, a database of past grant awards, the consultants' resource files, and the very popular *Florida Library Directory with Statistics*. The *Orange Seed Technical Bulletin* received positive comment as a good source of information. In addition, suggestions were received for improving both the printed and online format including designing *Orange Seed* as a marketing tool. The Listserv is also popular; one focus group suggested conducting an evaluation to determine if it is meeting needs or is too large in scope.

"Communication with everybody" was stated directly or implied in much of the input. The Division is asked to increase communication with all types of libraries; many client groups perceive that the Division works exclusively with public libraries. The tenor of the library community's input is reflected in some of their comments:

> "Make communication two way...research trends and new issues and help libraries with them, e.g., technology, diversity, funding, the disadvantaged gap, population growth, welfare reform--hold issues conferences, write white papers, hold online debates... fund the publications for the cooperatives to do, like the Internet model."

The Division is seen as the leader in ensuring that needed communication and information sharing takes place among and between all types of libraries and the multitype library cooperatives.

5. CONTINUING EDUCATION

Continuing education (CE) given by the Division is perceived as good. Public libraries in particular make positive comments; they are the main recipients. The message is mixed on the state being a main provider of CE, however. The role of Educator ranked seven of nine in the focus groups and in general, the further the distance from Tallahassee, the less the interest. Multitype cooperatives and many public libraries see the multitype cooperatives as the main providers. Training in the region is seen as more practical or customized to local needs and usually more staff can attend. Input from all sources agree, though, that the state should provide CE. Focus should be on the big issues and on training that all need, including the multitype library cooperatives. The highly-touted Public Library Directors Conference and the Friends and Trustees Regional Workshops are definitely seen as offerings appropriate for the state to provide. Workshops on children and youth are needed; a suggestion is that these, and others, be done locally by the multitype cooperatives with the help of mini-grants.

One of the main requests is that CE be provided in more sites and that the state facilitate the rotating of workshops offered in regions or the larger libraries. Constituents expressed a need for more in-depth conferences or workshops on technology and on major issues impacting libraries (examples include Internet, welfare reform, aging populations, and children at risk). The idea is to plan them cooperatively with input and then send them on the road. The manuals that follow training and model projects are well received by all libraries.

Distance learning was mentioned by almost all groups with some of the larger libraries indicating readiness to take it on, and yet the rural areas were identified as having the greater need. These are the kinds of concerns the state is best able to address.

6. MULTITYPE LIBRARY COOPERATIVES

The regional multitype library cooperatives are highly valued by their members. The Division received praise for initiating and supporting the cooperatives. Some small libraries want to belong to multitype cooperatives but lack funds to do so.

Multitype cooperatives see themselves as coordinators at the regional level and are seen as direct providers by their members doing such things as profiling for ILL, homepage hookup, technical support, getting equipment, and working on cooperation among libraries of all types. Multitype library cooperative leaders stated that they are governed by members, must 'sell themselves,' and work through committees.

It is now essential to identify the roles of multitype cooperatives and the Division to include articulating the role of the state consultants and multitype cooperative directors. The state's focus must be on the big picture, as connector, linker, enabler, funder, overseer. The state and multitype library cooperatives should be partners in a mutually-beneficial relationship of two-way communication.

7. COORDINATION

For all types of libraries, the Division is seen as the provider of equitable services; the facilitator of cooperation and coordination of services among libraries; and the advocate for improved library funding.

In the role exercise, Coordinator was closest to Connector/Network Coordinator, Leader, and Advocate. As Network Coordinator, the discussion dealt with having services available to all types of libraries. In the role of Leader, participants asked for the Division to particularly be a leader in the area of technology by continuing to sponsor pilot and demonstration projects to create models that can be implemented at the local level, even possibly with funding from the Division.

FLNC members acknowledged the same issues, indicating the disparity among library capability in the state and the need for a strong Advocate and Coordinator to help rectify this. Multitype library cooperative directors see the Division's role as being at the state level because they see themselves as playing the strong coordinator role

within their cooperatives. They look to the Division for pilot programs, for facilitating action through FLNC, and for representing libraries at state level discussions.

8. STANDARDS AND POLICY

The primary interest in the area of standards and policy was in the setting of public library standards. Focus group participants want the state to be more assertive in publicizing these standards to public officials but to also set concrete benchmarks. There was general dissatisfaction with the current new standards because they felt they were not as useful as they would be if they were more quantitative.

A sub-theme in this area was the need for balance between technology and more traditional library services. This was mentioned often in the focus groups and by the Division staff. The Division was also praised by the focus groups, Division staff, and telephone interviewees for establishing a commitment to statewide county library service and then working over the years to bring this about.

The setting of standards remains a key role for the Division and consideration should be given to establishing concrete benchmarks.

9. DIRECT SERVICES

The role of Provider ranked fifth overall but higher among non-public libraries, which see ILL and such services as FirstSearch as important direct services (see "Resource Sharing," above). Members of multitype library cooperatives see more direct service coming from multitype library cooperatives and see it as faster. Additionally, they feel a greater sense of ownership. Most of the direct services with which libraries are familiar come from the State Library itself (Bureau of Library and Network Services) and some from the Bureau of Archives and Records Management. State documents are appreciated by those who are aware of them, but there are many who are not aware of their availability.

Reference, research, genealogy, Florida information, and the Archives received comment also. The Florida Government Information Locator Service (FGILS) is very well received by the few who know about it. Stakeholders who do use FGILS say it should be enhanced and publicized so that more know what it is and why they might use it. Going through the public libraries to make local governments aware was one suggested approach. There is mixed reaction to AV services with some users being pleased to have the service and others thinking that most libraries are filling this need on their own.

Services to state government are identified as very important by the interviewed stakeholders; such services are seen as keeping libraries in the forefront with funders/politicians. They also say, however, that current efforts are not nearly enough due to lack of funds. Library service to state government, linking to local governments, and the public, and public libraries at the local level is seen as a potential new service the state could provide and promote.

APPENDIX D

ENVIRONMENT IMPACTING LIBRARY DEVELOPMNET

Demographic and economic factors influence the nature of library development. Florida continues to face challenges of population growth, ethnic and cultural diversity, illiteracy, rural isolation, dense urban population, and aging. Florida's public libraries, as institutions serving the entire population, face these challenges daily as they plan and implement services that are responsive to their diverse communities.

Florida's population has grown to 14,411,563 (Florida Estimates of Population 1996) and by the year 2010 is expected to increase to 17,970,308. Slightly more than half (51%) of the population lives in the unincorporated areas of the state.

Population density ranges from over 3,146 persons per square mile in Pinellas County to just over nine persons per square mile in Liberty County. There are 29 counties, of which all but five are located north of Orlando, with fewer than 50,000 population. Population in these 29 counties comprises only 4.5% of the state's total population. By contrast, the seven largest counties (Broward, Dade, Duval, Hillsborough, Orange, Palm Beach, and Pinellas) account for 54% of the population of the state.

The rapid growth and widely varied population density indicated by these data have significant implications for library planning and service delivery.

In 33% of Florida's counties, at least one person in five is age 65 or over, and in 13 of Florida's counties, the population aged 65 and over comprises over 25% of the total county population. The median age in Florida of 37.6 is well above the national median age of 34 and is the oldest of all 50 states. The percentage of the population aged 65 and over is expected to reach 26% by the year 2020.

Florida is increasingly ethnically and culturally diverse. Florida's nonwhite population is 15.64% of the total. In 14 counties, the nonwhite population comprises more than 20% of the total county population. Florida has more residents of Cuban origin than any other state. Dade and Broward counties account for 68% of Florida's total Hispanic population.

Three Florida counties (Broward, Dade, and Palm Beach) have one-third of the state's taxable value for the purpose of assessing ad valorem taxes. Fifteen counties have reached the statutory maximum allowable ad valorem millage rate of 10.00 mills and an additional 14 counties are approaching the maximum.

Almost 23% of Florida's population is under age 18. In 56 Florida counties, persons under age 18 represent over 20% of the total county population. Children under the age of five constitute 31% of Florida's population under age 18. Fifty-one percent of fourth grade students in Florida scored below basic reading level in 1992, compared to a national average of 43%. In addition, 47% of fourth grade students scored below basic mathematics level in the same year, compared to a national average of 41%. Areas where Florida's ranking among the 50 states has been declining is in the area of births to unmarried teens, with an average of 42 births per 1,000 females ages 15-17 compared to a national average of 38, and the rate of arrests for juvenile violent crime, with an average of 783 arrests per 100,000 youths ages 10-17 compared to a national average of 506 arrests. Only New York ranks higher than Florida in this latter statistic. Almost 12% of teens ages 16-19 are high school dropouts, compared to a national average of 9%.

Currently, more than 2.3 million Florida adults have not completed high school. In 1994 only 78% of eleventh-grade students passed the mathematics section of the High School Competency Test and 89% of students passed the communications section.

Twenty-eight Florida counties have unemployment rates above the state average of 6.6%. Fifty-four counties had per capita personal incomes less than the state average in 1994. Nine percent of families have income below the poverty level. Seven Florida counties have more than twice the state average of families living in poverty. Dade County alone accounted for almost one-quarter of the direct public assistance payments (Supplemental Security Income Programs and Aid to Families with Dependent Children) in the state. According to research cited in *Florida's Children: Their Future Is In Our Hands*, 60% of Florida's school districts have elementary schools (K-5) with poverty student enrollments greater than 50%. In 1990, 18.7% of Florida's children lived in a poverty-level household. By 1993 this number grew to 20%. Child poverty in Florida grew by 19% between 1985-1993 while the percentage of children in poverty nationally remained constant.

Library resources in Florida are well below national averages. Thirty-two public libraries have fewer than two volumes per capita, which ranks Florida 50th out of the 50 states. Thirty-four public libraries spend less than the statewide average of $17.34 for operating expenditures. The median for statewide operating expenditures per capita is somewhat lower at $13.98 per capita, with expenditures ranging from a low of $4.70 per capita to a high of $27.12 per capita. The higher mean is accounted for by only 13 libraries that spend sufficiently above the statewide average per capita to skew the norm. Florida public libraries rank 32nd out of the 50 states in operating expenditures per capita. Florida ranks 38th out of the 50 states in the number of library staff per 25,000 population (6.43). Well trained staff are critical in the face of the tremendous demand for information services in Florida's public libraries.

APPENDIX E

GLOSSARY OF TERMS

DISTANCE LEARNING

Distance learning occurs when the process of teaching and learning are separated by distance or time, and brought together by the dissemination of information through technology.

FLORIDA LIBRARY NETWORK

The umbrella term used for the statewide programs and services that support resource sharing and networking in Florida.

FLORINET

FloriNet was first envisioned in 1994 by the Florida Network Planning Task Force in concert with the Division; and its shape was articulated in the Florida Plan for Interlibrary Cooperation, Resource Sharing and Network Development. Florinet is a key part in the Plan and the vision, which ultimately includes access by all the people of Florida to the full range of information available electronically through the Internet.

FLORIDA LIBRARY NETWORK COUNCIL (FLNC)

A council charged with facilitating interlibrary cooperation, planning for network development, and advising the Division. It cooperatively plans and provides advice to the Division related to networking and resource sharing.

HOLDINGS

One OCLC location symbol or OCLC U.S. Marc record showing that a particular library owns one or more of a specific title.

INTERLIBRARY LOAN (ILL)

A process by which libraries loan materials to other libraries.

INTERNET

A global "network of networks" connecting universities, libraries, research centers, private businesses. Over the past few years the Internet has become more broadly assessable via citizen dial-up and through use by libraries and schools. Internet provides access to electronic mail, news groups, databases, and remote computers.

LIBRARY

For purposes of eligibility to receive Library Services and Technology Act (LSTA) funds in Florida, a library is an organized collection of information resources with paid staff which is legally established and may be supported in whole or in part with public funds or makes its collection accessible to the public either directly or through interlibrary loan. The term includes public libraries, school media

centers, public and private post-secondary education libraries and publicly-supported special libraries.

MULTITYPE LIBRARY COOPERATIVE

An organization formed by a group of libraries and supported by federal funds, and local membership fees. There are currently six multitype library cooperatives in the state of Florida. The Northeast Florida Library Information Network (NEFLIN), Southeast Florida Library Information Network (SEFLIN), Panhandle Library Access Network (PLAN),Tampa Bay Library Consortium (TBLC), Central Florida Library Consortium (CFLC), and Southwest Florida Library Network (SWFLN).

OCLC

Online Computer Library Center, Inc. A national utility providing for the automated handling of bibliographic records and other functions for member libraries.

PUBLIC LIBRARY

For purposes of this plan, the term includes all libraries eligible to receive State Aid to Libraries grants and city or county-funded libraries that provide free library services to their legal service areas.

PUBLIC LIBRARY SERVICE OUTLET

A unit of an autonomous library entity that has its own governance and funding that provides direct public library service, may include central libraries, branch libraries, and bookmobiles. These units at a minimum occupy separate quarters, have organized collections of library materials, have paid staff and have regularly scheduled hours for being open to the public.

RECIPROCAL BORROWING

A formal or informal agreement where public, academic, and special libraries agree to extend borrowing privileges to each other's clients or residents of another public library's legal service area. It does not include interlibrary loan.

TELECOMMUNICATIONS NETWORK

A system that supports the transmission of analog and digital signals over long distances through the use of computer equipment, electronic channels or links, and switching mechanisms.

U.S. MARC

A machine readable standard for cataloging materials. It is recommended to be used by all libraries cataloging materials.